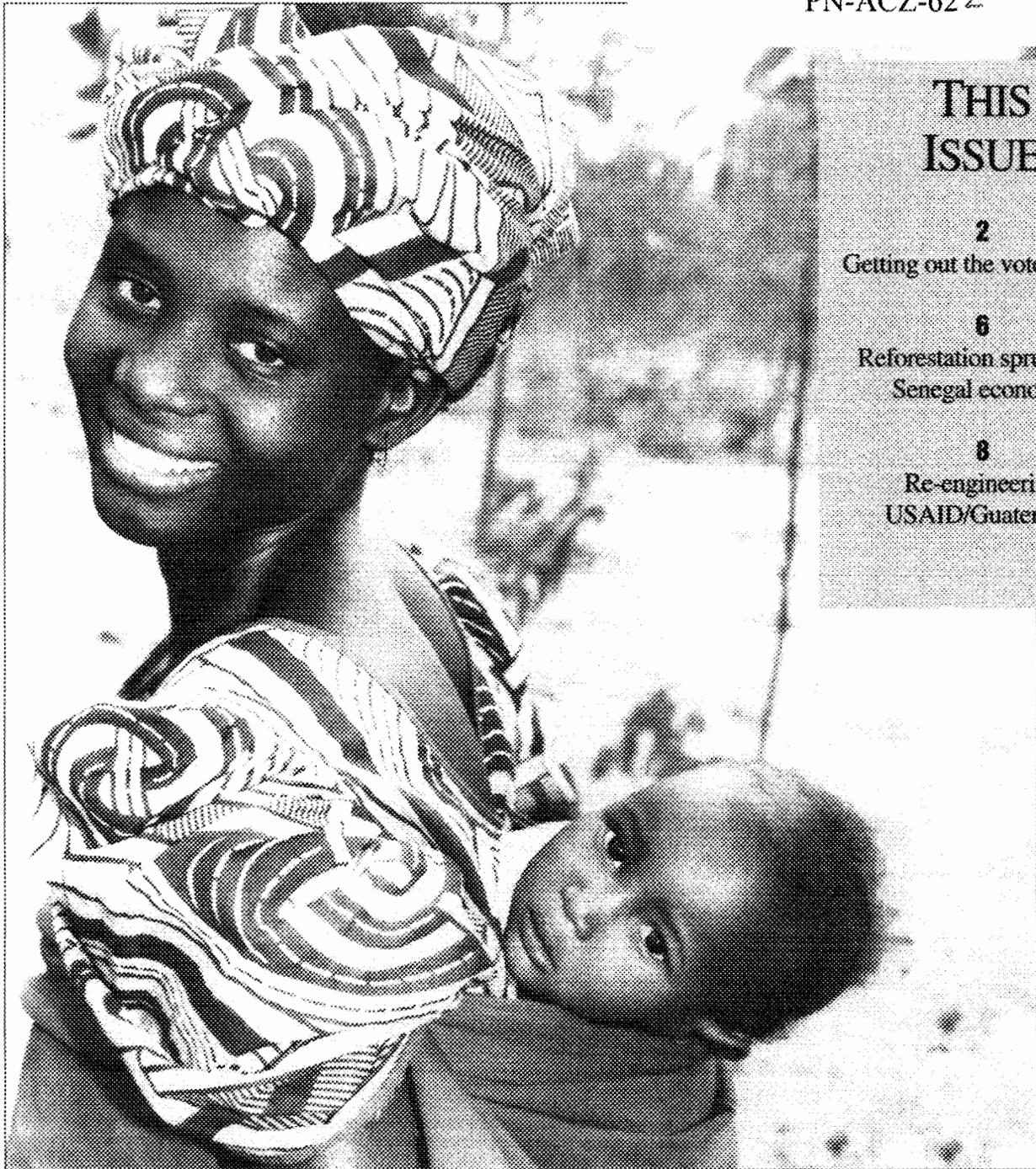


Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

JULY 1995

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USAID Hot Shots

A day at the fair



The Third Annual Federal Procurement Fair and Conference, sponsored by Rep. Eleanor Holmes-Norton (D-D.C.), brought out more than 45 government agencies and 22 corporations to meet with business representatives from around the nation on May 3. The fair, held at the D.C. Convention Center, provided the representatives an opportunity to learn how to do business with the federal agencies and corporations present, and receive contracts on the spot. USAID processed 19 orders totaling over \$100,000 at the fair. Rep Norton (second from left) visits one of the USAID booths before the bidding begins. From left: Samuel Suber, purchasing agent for M/AS/AP; Norton; Colin Bradley, chief, Administrative Purchasing Division; and Allison King, public affairs specialist, LPA.



Photo Credits: Millie Morton, cover and page 6; Jeff Borns, page 2; Betty Snead, inside front cover; Ann Kitlaus, page 4; Shawn Moore, page 5.

Cover Photo: A USAID-supported reforestation program benefits Senegal's environment and also improves the lives of women, men and children. See story on page 6.



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Front Lines

NEWS & FEATURES

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Getting out the vote in Peru

International observers called the national elections in Peru on April 9 the fairest elections in that country's history. More than 200,000 poll workers were on hand to make it so. USAID had provided approximately \$4 million, primarily in technical assistance and training, to encourage citizen participation in the electoral process.

Promoting participation was critical since Peru is emerging from a decade of brutal terrorism and economic chaos. Although voting has been obligatory in Peru, turnout had become paltry in recent years.

To ensure participation, promote voter education and maximize turnout, USAID funded activities of a dozen local, international and U.S.-based non-governmental organizations (NGOs), including the Organization of American States (OAS), the International Republican Institute (IRI), the National Democratic Institute for International Affairs (NDI), Transparencia (a local NGO) and others.

OAS worked with the International Foundation for Electoral Systems (IFES) to design and produce training materials for poll workers and trained thousands of national and local election officials.

Perhaps OAS' most visible contribution

was its election observation team. Nearly 100 international observers, including a number of USAID mission personnel, participated on the team. The team played a critical role in investigating alleged irregularities, assuring rules were followed and providing legitimacy to the election process.

Promoting participation was critical since Peru is emerging from a decade of brutal terrorism and economic chaos.

Poll watchers often had to be resourceful, working under less than optimal conditions. One U.S. observer, who was part of the OAS team, grabbed his pocket flashlight so that he could observe the process when the sun began to set in a poorly lit school in Lima.

IRI contributed to the election process by training more than 400 people from 16 political parties during a two-day session. Afterwards, IRI was inundated with requests for more training materials.

Working through the National Elections Board and local civic groups, IFES and



Women prepare ballots at a voting table at a Lima school.

others flooded the airwaves with messages about the importance of voting. TV and radio spots demonstrated the proper procedures of a complicated voting system. Free air time was provided, and prominent citizens donated their time to record these spots. One particularly popular spot—involving a child who confidently explained the voting system and then mused about when he would be old enough to vote—was a topic of conversation throughout the election period.

Several of the organizations (GAS, IFES and Centro de Asesoría y Promoción Electoral) collaborated with the National Elections Board to design and produce an elections instruction manual.

Jeff Borns, head of USAID/Peru's Democracy Office, said the manual was "... unlike anything ever produced for Peruvian elections. It was a user-friendly and extremely informative guide on the election process, including how to tabulate votes and recognize errors."

Those who witnessed the elections firsthand saw a variety of people, including poll workers, political party poll watchers and election observers, huddled around these manuals (600,000 copies), discussing and deciding various issues.

Still another measure of USAID's impact came through supporting Transparencia, which was highly successful in its election observation and quick count. Transparencia, in a period of six months under the auspices of the National Democratic Institute for International Affairs, had gone from a newly formed NGO with three people to an organization with committees in all 47 election provinces. Hoping to have 4,000 volunteers on election day, Transparencia had more than 9,000 show up. The organization received praise not only from opposition groups, but also government election officials and the re-elected president. Transparencia continues its involvement in other civic activities through its regional committees and promises to be on the scene for many years. ■

—By USAID/Peru staff

Dramatizing democracy

As dusk settles over the plaza, the open area fills with people. Students in their gray and white uniforms, children carrying infants, mothers, young men leaning on each other and families find seats on rooftops, on top of the basketball goal or stand in groups around the stage. In the community of San Juan de Lurigancho, on the outskirts of Peru's capital, the USAID/Peru-supported Lima Bar Association's pilot civic education program is about to swing into action. The task at hand is to educate children, and even the whole community, about democracy.

Professional actors quietly take the stage while dozens of children wave pencils, seeking autographs from anyone who looks like a dignitary. Night settles. The play begins.

"Not a soap opera like you see on TV with shame and violence," it is announced, "this is a play about communities like this one where everyone has an opportunity to be a good citizen." As the plot unfolds, political aspirants plan to use the building of a local sports center to obtain bribes rather than to actually support the community's dreams. Residents of this particular "Pueblo joven," a settlement of 1 million squatters whose persistent presence finally resulted in the provision of electricity and water, watch the unfolding scenario on civic responsibility, demonstrated by Lima's finest performers.

Educating citizens on civic values, constitutional principles and fundamental human rights is particularly challenging in a developing country like Peru where the democratic setting is being reconstructed. Theater, workshops and graphic presentations are among the techniques used to bring lessons in democracy to four highly populated communities formerly controlled by terrorists and now free to learn about principles of democracy and the dynamics of responsible government.

The Lima Bar Association, formed by registered lawyers in Lima, is highly respected for its public participation in the political and social arena. Dedicated to training the population in the practice of the rights and duties of citizens and to training members of the Bar, the association also provides free legal services and arbitration council.

The Bar Association also involves the media in its efforts to educate and signed an agreement with the Peruvian Association of Radio and TV to support the design and transmission of radio and TV spots. To date, seven television channels, 11 newspapers, 30 radio stations, 20 magazines and 150 journalists are involved in the advocacy campaigns.

"Democracy in Peru is taking root, and USAID has been an important supporter," said George Wachtenheim, USAID/Peru mission director. Referring to USAID's support of the Bar Association's pilot civic education program, he said, "This project is one small but fundamental activity among many projects USAID/Peru is involved with in promoting democracy and good governance."

—By Cesar Fonseca and Virginia Foley, USAID/Peru



Travel vouchers made easy

Some agency employees consider completing a travel voucher worse than completing their annual tax return. USAID personnel travel frequently and are required to complete travel vouchers after each trip. To respond to demand, the Bureau for Management has purchased Travel Manager Plus (TM+) software to simplify the process.

Users do not have to be travel experts to complete vouchers with this software. After a travel authorization (TA) has been completed, the travel voucher is at least 50 percent complete before the trip begins. The software rolls over all the information from the TA and places it on the travel voucher. Basic information, including name, mailing address and the dates and locations of the authorized trip, is entered automatically with a few key strokes. If lodging remains the same for a week, the lodging cost is entered once, and the software

can then replicate the amount for the remaining days of the trip.

The lodging, meals and incidentals rates are updated monthly on all the Local Area Networks in USAID/W and around the world. Before making final plans, travelers can browse the system for applicable per diem rates.

Over 60 federal agencies including State, U.S. Information Agency, Trade and Development Agency, and Arms Control and Disarmament Agency use Travel Manager Plus. By October, all TDY travel vouchers in USAID/W will be required to be completed using TM+. The program offers pop-out menus and even reminds the traveler to claim small daily expenses, including bottled water, phone calls and foreign exchange commissions. When the voucher is completed, the final copy (SF-1012 Travel Voucher) can be printed on a Laserjet printer with all the boxes filled in and ready

for signature.

To encourage all USAID personnel to use the TM+ program, the Office of Financial Management (FM) has written an illustrated guide containing step-by-step instructions. At the missions, the controller can assist travelers in preparing travel documents using the software.

Two employees from FM's Cash Management and Payments Division are located in room 1247 to assist all travelers with their vouchers using TM+.

In FY 1996, all the information from TAs and travel vouchers will be E-mailed to everyone who processes them. This includes the traveler who logs on to TM+ and electronically signs the TA and voucher to activate electronic processing.

For further information, call the author at (202)663-2253 or Ron Hammersley at (202) 663-2976. ■

—By Tom Mundall, M/FM/PPC



Dine visits MSU

Tom Dine (center), assistant administrator for Europe and the New Independent States, and Peter McPherson, former USAID administrator and current president of Michigan State University, are interviewed by WILX-TV news, an NBC affiliate in Lansing, Mich. The interview discussed how U.S. foreign assistance benefits the United States, including Michigan, which receives millions of dollars in USAID contracts and grants. Dine met with McPherson while at MSU's East Lansing campus to lead a seminar for students, faculty and staff on the topic of foreign aid.

Asian Pacific American heritage celebrated



Shown above are some of the participants in the May 24 seminar commemorating Asian Pacific American Heritage Month. From left: USAID Administrator Brian Atwood; ACDA Director John Holum; Rep. Norman Mineta (D-Calif.); Under Secretary for Management Richard Moose, State; Chairperson Corazon Sandoval Foley, Asian Pacific American Federal Foreign Affairs Council, State; Vice Chair Kenneth Fujishiro, Asian Pacific American Federal Foreign Affairs Council, Coast Guard; and Calvin Chang, State.

This year foreign affairs agencies commemorated Asian Pacific American Heritage Month with two events sponsored by the Asian Pacific American Federal Foreign Affairs Council and two principal congressional supporters, Sen. Daniel Akaka (D-Hawaii) and Rep. Norman Mineta (D-Calif.)

The council is composed of employees from USAID, State Department, U.S. Information Agency, Arms Control and Disarmament Agency, Department of Defense, Peace Corps, U.S. Coast Guard and the National Security Agency. The theme for 1995 is "Asian Pacific American Empowerment, Patriotism, Professionalism and Partnership."

The first event sponsored by the council was a foreign affairs recruitment forum held April 21 at the State Department. The

council invited 200 college and high school students to attend the forum in hopes of attracting them to the foreign affairs field. The forum, "Diplomacy in the Pacific Century: International Opportunities in the Foreign Affairs Agencies," focused on foreign policy issues, including economic development, trade, immigration and defense.

The second event, a three-hour professional development seminar, included speakers and a panel that focused on the theme, "Asian Pacific Americans: Breaking the Glass Ceiling." The seminar, held on May 24 at State, featured keynote speaker Frederick Pang, assistant secretary of defense for force management policy, Department of Defense. Stanley Suyat, associate director, Peace Corps, chaired the panel.

Pang noted that Asian Pacific Americans are under-repre-

sented in the upper echelons of government. He encouraged them to get to know more people so others are aware of their capabilities and potential.

The panel noted the rising number of Asian Pacific Americans — from 3.7 million in 1980 to a projected 20 million by the year 2000. But their numbers are few at the executive level. For example, in the Department of Defense, only 14 people out of 2,200 career executives are Asian Pacific Americans—less than one-half of 1 percent.

The audience was challenged to take control of their destiny and excel through improvement and empowerment; look for opportunities and be willing to take risks; like what they do and build on strengths; be willing to serve as role models and mentors; be

determined to succeed; and know when to ask for help.

In proclaiming May as Asian Pacific American Heritage Month 1995, President Clinton said: "Bringing new values and customs to these shores, Asian and Pacific Americans have immeasurably enriched the quality and character of this country. In every field of endeavor, in public and private sector alike, they have endowed our nation with unparalleled energy and vision." ■

—By Betty Snead

Growing up in the Foreign Service

A new book, "Notes from a Traveling Childhood," speaks to the children of Foreign Service personnel and the children of missionary, military and business families.

The book, an anthology of writings by parents, children, educators, researchers and mental health professionals, focuses on the effects of international mobility on children and families.

Memories of those young people who have grown up abroad are interspersed with scholarly research by Ruth Useem and Richard Downie.

Copies of "Notes from a Traveling Childhood" are available for \$5.95 from the Foreign Service Youth Foundation, P.O. Box 39185, Washington, DC 20016. (Add \$4.50 for international mail.)



Reforestation spruces up Senegal economy

In some areas of the Fatick region of Senegal, the earth is bare, dry and hard. But inside one fenced area, grass grows in the shade of eucalyptus trees.

Rows and rows of eucalyptus trees that stretch to a height of 10 to 15 feet. The trees represent the dreams of 36 women who pooled their resources several years ago.

They were motivated by the offer of a matching grant available under USAID's Senegal Reforestation Project. And they are proud of their accomplishments. "The Prime Minister [of Senegal] came here to see our success," explained Thioukel Ba, president of the group.

Trees are a precious resource in Senegal's economy. More than 60 percent of the country's total energy comes from the forests. But forest reserves are declining at an alarming pace, bringing erosion, drought and soil degradation to communities throughout the country.

The trees also provide much more than shade. They rehabilitate land damaged by drought and desertification. They provide forage for animals and fruit for humans. Nitrogen-fixing trees add nutrients to the soil. Rows of trees provide windbreaks to reduce erosion and living fences to keep

animals away from crops.

To encourage tree planting, USAID offered to share the cost of forestry and agroforestry investments. Senegal's rural population responded enthusiastically. In 1992 alone, more than 1,000 grants were processed and more than 40,000 Senegalese participated. By the time the project ended in 1994, an estimated 2.5 million trees had been planted with USAID assistance. The project also helped the government of Senegal prepare television and radio programs to improve public understanding of the crisis and provide practical information on how to care for trees.

For the women's group in Fatick, trees are also a source of income, a way to increase their capital so they can diversify into other enterprises. They plan to harvest the eucalyptus wood and sell it as poles for construction and as fuelwood. The earnings will help them start another business, perhaps a poultry farm to supply eggs and chickens to the region. In seven or eight years, the eucalyptus will be ready to harvest again, providing additional capital for local enterprises.

The USAID grants, covering about half the cost of the tree planting, motivated individuals, groups and rural-based business to get involved. Tree planting is a risky business that can pay off only in the long term. By removing some of the risk, USAID encouraged innovation.

"The project's tree-planting efforts have been successful," said Ernest Gibson, USAID agricultural development officer. "But sustaining change requires more. Communities need the will, the resources and



A woman working in a village nursery fills plastic sleeves with soil in preparation for planting.

the institutions to manage their natural resource base."

In 1992, USAID initiated a pilot effort to help three rural communities plan and implement natural resource management activities. Each community now has an agroforestry and private sector development plan that identifies major constraints and ways to address them.

The pilot program's success provided the basis for a new USAID project that encourages local political entities to plan and implement natural resource management activities. Innovative funding mechanisms continue cost sharing for activities such as agroforestry and public tree planting and reimburse local political entities for associated costs, including training and administrative expenses.

"Before, the donors sat in Dakar, wrote a project design and offered it to the people," said

Mamadou Ba, project management specialist, USAID/Senegal. "Now, the people decide what they need and ask donors if they want to help."

The new participatory approach is consistent with the government's policy of decentralizing development activities. "With decision-making taking place at the local level, people realize the benefits and the consequences of their actions," said Gibson. "Community-based management helps create the conditions and capabilities that communities need for sustainable development." ■

—By Millie Morton, USDA consultant to the Africa Bureau

USAID funds vaccine to combat cattle plague

Field trials suggest rinderpest could be eradicated

USAID has succeeded where other donors have failed in developing and testing a vaccine to combat rinderpest (cattle plague), which has been a scourge of cattle and buffalo for centuries and kills over 90 percent of the cattle it infects. Today, rinderpest still infests sub-Saharan Africa, the Middle East and the Indian subcontinent.

Because livestock remain critical to the economic recovery and rehabilitation of countries in those regions, the continuing presence of rinderpest will limit economic development.

Rinderpest killed over 200 million cattle in Europe in the 18th century alone. When the Italians invaded Ethiopia and unknowingly introduced the disease to Africa, they ignited the most devastating bout of cattle plague on the continent.

The need to combat rinderpest promoted the first European veterinary school. Eighty years later, the largest eradication program in the history of veterinary medicine, the Joint Program campaign, was conducted to eradicate rinderpest from Africa. More than 124 million cattle were vaccinated with a British-developed vaccine, organized under the auspices of the Organization of African Unity with extensive funding from Western Europe, the United States and Canada.

The campaign failed, however, because donors substantially reduced follow-up control of livestock diseases in Africa. Rinderpest resurfaced in the early 1980s

and spread throughout the African continent, stimulating another campaign, the Pan African Rinderpest Eradication Campaign in 1986.

To combat rinderpest, USAID, in 1986, provided a \$900,000 grant to Dr. Tilahun Yilma, an Ethiopian-American and former USAID participant

ing the skin with a needle that has the vaccine in it. The resulting scab is full of the virus and can be stored dried for long periods of time. Then by mashing up the scab in a saline solution to release the virus, the solution becomes the vaccine.

Yilma produced the

APHIS inoculated 46 animals and found they were completely protected from the disease—even when exposed to 1,000 times the lethal dose of the rinderpest virus.

With these results, USAID's former Biotechnology Safety Committee

Because livestock remain critical to the economic recovery and rehabilitation of countries in sub-Saharan Africa, the Middle East, and the Indian subcontinent, the continuing presence of rinderpest will limit economic development.

trainee, to develop a genetically engineered vaccine that would address the limitations of the original Plowright (British) vaccine.

Although capable of destroying rinderpest, the British vaccine does not lend itself to widespread use in Africa because it requires constant refrigeration before use. Additionally, the recurrent costs of supplies (syringes, needles and the vaccine), the facilities to make the vaccine and the veterinary manpower needed to administer a control program are well beyond the capability of most developing countries.

With USAID funding, Yilma produced a heat stable, easy to produce, easy to administer, safe and cheap vaccine. With this vaccine, even nomadic herders can vaccinate their cattle easily by shaving the abdomen of a calf and scratch-

vaccine by inserting genes that stimulate production of protective antibodies into a modified form of the vaccinia virus. Because vaccinia virus is probably a descendant of the original smallpox vaccine, there has been a question of safely reintroducing vaccinia virus into the environment since smallpox was exterminated worldwide in the 1970s. To comply with restrictions imposed by a number of governments and international organizations, Yilma has used a "disabled" vaccinia strain that had a record of the fewest complications during the global eradication of smallpox.

Before it was field tested in Kenya, the new vaccine first had to pass separate studies of the U.S. Department of Agriculture's Animal and Plant Health Inspection Service (USDA/APHIS).

approved preliminary trials, which have been successful. It is hoped that with additional funding, field trials can continue and that the vaccine could become commercially available in the next two years. ■

—By Joyce Turk, senior livestock specialist in the Global Bureau

Re-engineering USAID/Guatemala

In a continuing series of interviews, members of the Quality Council's Communications Steering Group interviewed Stacy Rhodes, mission director in Guatemala. The Guatemala mission is one of 10 designated Country Experimental Labs.

What distinguishes this round of reinvention from previous attempts to reform USAID?

The main difference is that the Country Experimental Laboratories (CELs) are bottom-up experiments. It's important for USAID/Washington to keep it this way. The importance of the CEL re-engineering experiment is to assure field missions the flexibility to really try to find better ways of achieving their strategic objectives and, learning from that, to then recommend and get changes in the regulations and the procedures in Washington that affect the way the missions do business. Previous efforts to reorganize USAID were largely reorganizations in Washington that had little to do with the effectiveness of our operations in the field.

What is being re-engineered in USAID/Guatemala?

We are re-engineering the strategic objective that focuses on smaller, healthier families and receives almost half of our total budget. The FSNs and the American staff who have been involved in the process are very enthusiastic about it and understand why we are doing it.

We have a core re-engineering coordination group made up of the health and family planning office personnel, our Program and Project Development offices, our controller and executive officer, our regional legal adviser and regional contracting officer. The group is regularly chaired by the deputy director, though I also get frequently involved. Now that we have prepared a results framework for one strategic objective, we are developing an implementation plan for carrying out the process with respect to our other four strategic objectives, starting this summer.

How serious are the challenges and obstacles your CEL faces?

There are a variety of problems, but I think many of them can be resolved over time. It was good to have the CEL period extended

another nine months so we can continue to move forward in addressing them.

Staff training is a good example—you know—it's not all going to happen on October 1. October 1 is a good target for the roll-out of the new management systems that are available, but not everybody is going to be trained in their use by then. We're going to have to see FY96 as a transition year.

The inflexible budget process is one of the biggest constraints. One of the reasons we chose the objective of smaller, healthier families for our re-engineering experiment is that we are well-funded in this area, and the re-engineering process requires the additional flexibility this provides. It would be much more difficult to do in our democracy or economic growth areas because our funding in these areas is so limited and uncertain.

Have you had successes in actually communicating or getting feedback from customers, or do you have a plan that brings you closer to that?

"Customers" is a term that I'm still not totally comfortable with—and I think a lot of other people out there are still not—but as long as you don't get hung up on the language, the most important thing is to focus on identifying and involving those people whose lives will be affected by your actions, to agree upon the specific results you commonly seek, and on finding more cost-effective ways of achieving those results and creating positive change in the lives of those we now call customers.

While it's impossible to go out and interview thousands of people, you can certainly talk to a representative sample of those you hope to affect in your programs. But it's also important to understand that this effort to expand participation and involve customers is extremely time-consuming. The process is worth it, but it translates into a longer design process.

In the health area, we are using broad demographic health surveys; these include direct interviews with a broad spectrum of

customers. And we have learned that it is important to disaggregate data and differentiate sub-groups within the larger concept of customer as well. For example, we have found that we've had a lot of success in achieving results in improving health status of urban dwellers. Indeed, the indicators that we use—the infant and maternal mortality rates, fertility rates—have all declined in this population. But among rural Mayan women and children, we've had very limited improvement. So we obviously have a cultural and geographic sub-group that we are not reaching effectively. When you look at your customers as a whole, you really have to take a look at gender, racial and ethnic differences and make sure that you are reaching the most vulnerable. We are re-engineering in great part to address this weakness in our program.

What do you anticipate with respect to other areas of re-engineering?

Democracy will be more difficult because it is such a complex area of development. In other areas, like education, where we don't have a ministry that's as effectively run or as interested and cooperative as the Ministry of Health, it will be more difficult. But we've had good luck so far with our government and private partners. When you have a roomful of people focused on a single problem, you get some really remarkable dynamics—extraordinary frankness, leading to consensus. It's a process that we have found very productive so far. In fact, the minister of health said that he wants to emulate our re-engineering approach in his own ministry, to the extent possible.

It's important to let the experiment run forward, it's important to keep the expectations realistic about what can be accomplished, but I think we've learned a lot in any case. So the value of the exercise, at least so far, has been very high. ■

WHERE

In The
World
Are
USAID
Employees?



Moved On

Deadwyler, Regina, M/FM/PPC
Matthews, Mark, COMP/
SEPARATION
Nelson, Ryan, M/FM/CAR
Overall, Scott, GC/CCM

Promoted

Bridendolph, John, M/IRM/SDM,
computer specialist
Dobbins, Lorie, G/PDSP, program
analyst
Dockter, Paul, M/FM/CAR/
AMMR, accountant
Ervin, Lee-Anne Renee, M/B/OD,
secretary (office automation)
Hacken, Jean, M/OP/COM,
supervisory international trade
specialist
Hansen, Gary, G/DG, democracy
specialist
Hoggard, Christopher, M/IRM/
TCO, program analyst
Hollis, Lavern Coletta, G/PHN/
FPS, program analyst
Keeve, Lashawn, EN/EEUD/EI,
program operations assistant
(office automation)
Lehman, James, BHR/FFP/DP,
supervisory program analyst
Lester, Paulette, M/IRM/TCO,
telecommunications specialist
Luck, Andrew, ANE/ORA/O,
program analyst
Soto, Martha Erin, G/DG,
democracy specialist
Turner, Marella Lou, A/AID,
administrative operations assistant
(office automation)

Reassigned

Ali, Basharat, Pakistan-Afghanistan,
supervisory program officer, to
Yemen
Aulakh, Ravinder, COMP/RTS,
private enterprise officer, to
supervisory program officer, EN/
ECA/NT

Bennett, Carlton, Pakistan-
Afghanistan, supervisory contract
officer, to contract officer, M/OP/E
Black, Rebecca, RHUDO/EUR, IDI
(housing/urban development), to
housing/urban development officer
Bonnafton, Robert, Honduras,
controller, to Egypt
Bourgault, Jeanne Marie, Russia,
IDI (project development), to
supervisory general development
officer
Brady, Donald, Russia, IDI
(administration), to supervisory
executive officer, USAID/Central
Asia
Brown, Demaris Anita, PPC/CDIE/
PME, secretary (office automa-
tion), to ENI/ED/EF
Burdick, John, Haiti, supervisory
health/population development
officer, to health/population
development officer, G/PHN/FPS
Chang, John, Philippines, program
economics officer, to ANE/SEA/
EA
Dudik-Gayoso, Joan, COMP/RTS,
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training, to associate assistant
administrator, AA/G
Fort, Vernita, RDO/Caribbean,
program economics officer, to
Jamaica
Fortunato, Claudio, BHR/ASHA,
engineering officer, to agricultural
development officer, Guinea
Hairston, Zanetta, ENI/DG/PSP,
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program operations assistant
(office automation), ENI/FS
Hall, LeJuane, ENI/PD, communi-
cations records management
(office automation), to secretary
(office automation), ENI/DG/PSP
Harris, Timm, Nicaragua, project
development officer, to Morocco
Hellyer, Robert, AFR/WA, program
officer, to supervisory project
development officer, Panama
Kunze, Kurt, RIG/Cairo, supervi-
sory inspector, to IG/I&S/SAC/
WFO
Linden, Gary, COMP/FSLT,
program economics officer, to
supervisory program economics
officer, USAID/Central Asia
Loudis, Richard, LAC/SPM, project
development officer, to COMP/
FSLT
Martin, John, Pakistan-Afghanistan,
supervisory executive officer, to
executive officer, M/HR/POD
Martin, Linda, Pakistan-Afghani-
stan, controller, to financial
management officer financial
analyst, ENI/FS
Matthews, Mark, Oman, USAID
representative, to foreign affairs
officer, COMP/SEPARATION

McDonald, Kathleen, ENI/HR/HP,
health/population development
officer, to health development
officer physician, G/PHN/HN/PSR
Milligan, Thomas, RHUDO/LAC,
IDI (housing/urban development),
to housing/urban development
officer
Morawetz, Susan, ANE/RI/G,
program analyst, to Food for Peace
officer, BHR/FFP/ER
Myers, Bobbie, REDSO/WCA,
legal officer, to Haiti
Nadolny, Ursula, Nicaragua, health
development officer, to population
development officer, Morocco
Poe, Karen, Haiti, supervisory
general development officer, to
deputy mission director, Madagas-
car
Rhoda, Richard, Egypt, supervisory
special projects officer, to COMP/
FSLT
Richardson, Cynthia, AFR/SD/
PSGE, program operations
assistant (office automation), to
BHR/ASHA
Riley, Daniel, COMP/DETAIL
SUP, supervisory computer
systems analyst, to international
cooperation specialist, LAC/CAR
Smith, Dwight, COMP/RTS,
program economics officer, to
AFR/DP/POSE
Snowden, Carol, Egypt, personnel
officer, to executive officer, M/HR/
PS
Terry, Carlton, AFR/EA, program
officer, to supervisory program
officer, Kenya
Thomas, Jailita Charles, COMP/
CS/RECRUIT, secretary typing, to
secretary (office automation), PPC/
SA
Thomas, Wilbur, Guinea, mission
director, to supervisory regional
development officer, AFR/SA
Vargas, Allen Fernando, Nicara-
gua, supervisory financial
management officer financial
analyst, to financial management
officer financial analyst, Haiti

Retired

Borden, Jeanne, M/B/OD, secretary
stenography, 16 years
Bostick, Gerothy, M/FM/CMP/GIB,
financial management assistant
(office automation), 5 years
Brown, Marshall, Honduras,
mission director, 30 years
Buchan, Marilyn, Swaziland/
Lesotho, contract officer, 12 years
Buechler, Philip, Dhaka, supervi-
sory executive officer, 29 years
Cotten, Joel Quentin, M/IRM/PMA,
data management officer, 25 years

Cusack, Mary Ann, COMP/
SEPARATION, special projects
officer, 14 years
Elser, Eleanore, ANE/SA/I,
program officer, 29 years
Ford, William, RS/AFR/OD,
deputy mission director, 15 years
Gillespie, Frank, Egypt, agricultural
development officer, 29 years
Gordon, Alan, COMP/SEPARA-
TION, controller, 25 years
Hill, George, PPC/PC, supervisory
program officer, 30 years
Kaufman, Helene, PPC/DC,
program officer, 18 years
Kelly, James, M/OP/POL,
procurement analyst, 26 years
Mackie, Anita, Chad, health
development officer, 19 years
Mathia, Robert, Panama, supervi-
sory project development officer,
12 years
Mitchell, Robert, COMP/SEPARA-
TION, general development
officer, 15 years
Rucker, Robert, COMP/SEPARA-
TION, program economist, 17
years
Smith, Orelia, ANE/RI, secretary
(office automation), 9 years
Stephan, Theresa, COMP/
SEPARATION, executive officer,
29 years
Vreeland, Mildred, PPC/CDIE/
PME, program analyst, 17 years

Years of service are USAID only.

Obituaries

Burton M. Gould, 68, died
April 13 in Ft. Lauderdale, Fla.,
after a short illness. He joined
USAID in 1961 and served in
Ethiopia, Ghana and Somalia.

Mary Rita Zeleke, 62, died
of cancer on June 27 at her home
in Washington, D.C. She worked
for the federal government for 22
years, the last 11 years with
USAID. Zeleke worked in the
Office of Personnel, the Africa
Bureau and, at the time of her
death, served as the senior disaster
response program manager and
special adviser to the director in
BHR's Office of U.S. Foreign
Disaster Assistance.

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